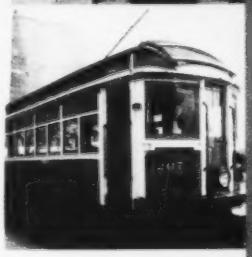
# CITY OF VANCOUVER

Annual Report 2002



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# Vancouver: Our Livable City

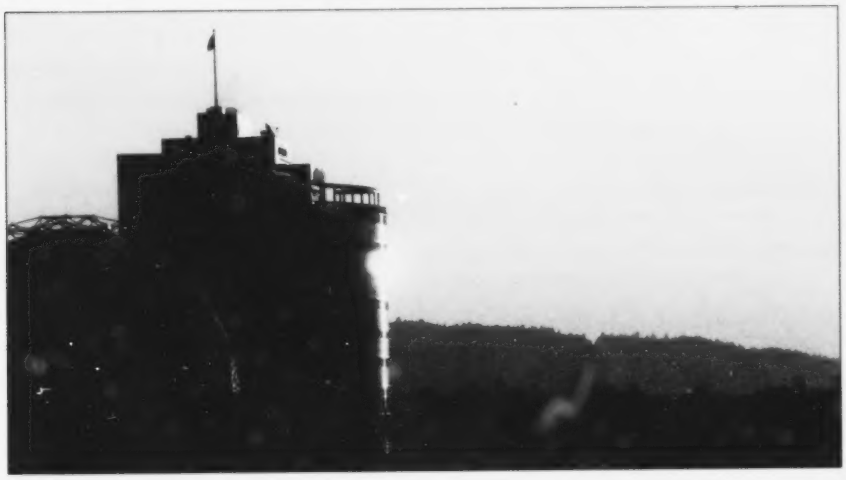
Vancouver is the largest city in the province of British Columbia and the third largest city in Canada. Surrounded by water on three sides and nestled along the Coast Mountain Range, Vancouver features spectacular natural scenery, and a bustling metropolitan core.

The City of Vancouver has a population of more than 500,000, and is part of the Greater Vancouver Regional District, which is home to almost two million people. With an area of 113 square kilometres, the city is a major port and the main western terminus of Canada's transcontinental highway and rail routes.

Vancouver is one of Canada's largest industrial centres, and 60 per cent of the region's office space is located in our central business area. Forestry, mining, technology and film are just a few of the key industries in the city. Vancouver is also a major tourist destination because of its natural beauty, and destination sights.

Vancouver has consistently been rated one of the most livable cities in the world by international surveys. Not only is it a physically beautiful place to live, but the city also offers a wide range of amenities and opportunities.

With more than 8,000 employees serving our residents, the City of Vancouver provides many key services to our residents – parks, libraries, community centres, fire protection, police, street and traffic lights, garbage collection and recycling, and a host of other things. It's these everyday services that add to the reasons why Vancouver is one of the best places in the world to live.



VANCOUVER:

Metro Population: 1,967,475

City Population: 545,671

Size: 113 square km

City incorporated: 1886

Named for:
Captain George Vancouver

# Message from the Mayor

On behalf of Vancouver City Council, I am pleased to present the City of Vancouver's 2002 annual report, an update on the work of our municipal government over the past year.

Like many other cities, Vancouver is dealing with the changing role of local government. Increasingly, as other levels of government reduce or eliminate programs and services, there are growing demands on local government to fill in the gaps. However, unlike the federal or provincial government, the City cannot run an operating deficit and we are far more limited in how we can raise revenue.

Despite these challenges, Vancouver was once again rated one of the most livable cities in the world in 2002. We were shortlisted as a candidate city for the 2010 Winter Olympics. We again won awards for innovation in government.

As a city government, we continued to explore ways to create a healthy and vibrant city; address the changing needs of our communities; deal with new financial challenges; and plan for the well-being of future generations.

In 2002, the City of Vancouver made progress in our priority areas: sustainability, transportation, economic development, and crime and safety. We also witnessed many successes in our work revitalizing the historic neighbourhood of the Downtown Eastside. And, we continued to accomplish most of these initiatives in partnership with our communities and other governments.

In the days ahead, the City of Vancouver will continue to find innovative ways to address our priorities and the needs of our citizens, while ensuring the City maintains its triple "A" credit rating. We'll step up our efforts to deal with the issues associated with drug addiction in the Downtown Eastside. We will continue to look for ways to support economic development in the city. We'll also push forward on sustainability and an improved transportation system.

We are eager to hear your ideas for a better Vancouver. We encourage you to take advantage of opportunities such as city forums, workshops, open houses, or public hearings to share your suggestions, or send us a letter or an e-mail with your thoughts. City Council welcomes the opportunity to work with you to live up to our mission statement "to create a great city of communities, which cares about its people, its environment and the opportunities to live, work and prosper."

Larry Campbell

Larry Campbell, Mayor of Vancouver

# Message from the City Manager

When putting together an annual report, it's often difficult to decide what accomplishments to include and what to leave out. So much can happen in a year. We simply cannot itemize and describe everything we did for the year, especially in an organization as large as the City of Vancouver. Our services range from fire protection, garbage and recycling, and roadwork to parks and recreation, policing and library services.

We do a wide variety of work on behalf of our citizens. In fact, much of what you see when you step out your door – the streets, parks, sidewalks, development in your neighbourhood, and community facilities – are all the work of your local government.

So, this annual report highlights only some of the major accomplishments of the City of Vancouver in 2002. We are attempting to give you a flavour of the range of new services and program improvements we made.

We already know from our annual surveys that the majority of residents are satisfied with the level and quality of services delivered by the City. We are proud to know that we are doing most things right.

One of the reasons for this level of satisfaction is the fact that the City is always exploring new ways to make our services more efficient and effective. In 2002, we continued our efforts to improve services and programs – making them easier to access; reducing the costs of delivery; and expanding what we delivered to you. We also introduced new services and programs that residents told us were needed.

In this report, we've divided our work in 2002 into various themes. First we look at some of the sustainable initiatives – particularly environmental initiatives – that we introduced or expanded in 2002 in an effort to be a healthy, livable city. We then look at examples of where we improved services to residents and expanded on the ways we keep Vancouverites informed. Next we explore how the City is working with communities to solve problems and create unique visions for each neighbourhood. In particular, we look at how Vancouver has partnered with local community agencies and other governments to solve the problems of the Downtown Eastside. Lastly, we describe the types of improvements we're making within the organization to reduce costs and make our workforce more efficient and effective.

We also have reports for 2002 on other City services: the Vancouver Police Department, the Vancouver Board of Parks and Recreation and the Vancouver Public Library.

Certainly one of the reasons Vancouver continues to receive top ratings is due to the dedication and efforts of the more than 8,000 employees who work for the City. I am proud to lead this group of public servants and would like to extend my appreciation to them for a job well done.

We hope you will find this report informative, and that it will help you better understand the various ways in which the City is serving you, your family and your community.

Judy Rogers

Judy Rogers, City Manager

# A Sustainable City

The City of Vancouver is always working to meet the day-to-day needs of its residents. At the same time, we realize the importance of building a city that works not only for today but for the future too. That's why sustainability has become such an important word in the City.
A sustainable city by definition is one that protects and enhances its immediate and long-term well-being. This means taking into account the ecological, social and economic impacts of the decisions we make and the initiatives we pursue. As we grow and change as a city, these principles of sustainability are our blueprint for moving forward. Some of our recent sustainable initiatives include:

## Downtown Transportation Plan

In the next 20 years, estimates predict that 100,000 people will live in downtown Vancouver and 175,000 will work there. Vancouver is meeting the challenges this growth creates with the Downtown Transportation Plan. It was formally adopted by Council in 2002, after extensive public consultation.

- This long-range strategy deals with the increasing traffic and population in the busy downtown core.
- Its key goal is providing better access while minimizing air and noise pollution and congestion through initiatives such as: promoting a pedestrian-friendly downtown; creating a network of downtown bicycle lanes; developing an improved, easy-to-use transit network; and managing traffic and roads for better flow.
- It won the 2003 Canadian Institute of Planners Award for Innovation, and the 2003 Planning Institute of B.C. Award for Comprehensive and Policy Plans.

## Southeast False Creek

Southeast False Creek, a 36-hectare swath of former industrial land, is the last large piece of undeveloped waterfront property downtown. For its conversion into residential use, the City put into place a development plan to make it a model sustainable community that will include:

- a mixed-use community with a focus on residential and family housing
- a network of paths and streets that promote walking, cycling and transit
- goods and services within walking distance
- accessible parks, community and childcare facilities and other amenities
- buildings and development constructed to meet LEED (Leadership in Energy and Environmental Design) requirements, an industry standard for designing and constructing green buildings and elements.

## Greenways

Greenways are paths designed for pedestrians and cyclists that enhance the walking and riding experience and provide different ways to move through the city. City Greenways are a network of 14 routes extending almost 140 kilometres. Neighbourhood Greenways are more local, and over a dozen of them have been installed in communities. Recent Greenways additions are:

- the Central Valley and Ontario Greenways and the Napier Neighbourhood Greenway
- new cycling routes: Georgia, Inverness connection to Knight Street Bridge, Kent Avenue, and Pacific Boulevard.

## Greener lights

In 2002, the City teamed with BC Hydro to retrofit Vancouver's 670 traffic signals with LED (light-emitting diode) lights.

- LED lights use 80 per cent less energy and can last six to 10 times as long as conventional light bulbs.
- These lights save taxpayers about $250,000 annually on electricity bills and nearly $110,000 on maintenance.

## Greener construction

- The City began construction on a new works yard on Chess Street that will be the base for various engineering crews and equipment. The new yard is being built to LEED standards to meet environmental and sustainability goals.
- Pipe-bursting, a new method of changing sewer pipes that minimizes excavation and waste, was used on some projects. The old pipe is smashed with a plug that's pulled through the pipe, the debris is embedded in the surrounding ground, and the new pipe is pulled in to replace the old one.
- City work crews also began reusing the native material extracted from the ground on roadwork jobs. Generally, new sand and gravel is used to refill holes, but on some jobs where the quality of the native material is good enough, it's being recycled to save on costs and the pollution and congestion caused by trucks needed to haul new filler.

## Landfill Gas Utilization Project

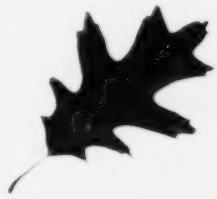
Methane gas captured from the Vancouver Landfill is being used to generate heat and electricity. Methane is created when garbage breaks down in a landfill. The electricity is sold to B.C. Hydro and the heat is used by a greenhouse located beside the landfill.

- The project will reduce greenhouse gas emissions by approximately 200,000 tonnes per year of carbon dioxide equivalents or the emissions of 40,000 automobiles, and will capture 500,000 GJ per year of energy or the energy requirements of 3,000 to 4,000 homes.
- The project is the winner of the 2002 Energy Aware Award, an annual prize presented by the BC Energy Aware Committee for excellence in combining energy and community planning in producing a creative, new energy option, and a 2003 Federation of Canadian Municipalities Sustainable Community Award in the renewable energy category.

## Separating combined sewers

Vancouver's sewer system is changing from a combined system (storm and sanitary sewer flow together in one pipe) to a separated system with pipes for each to reduce overflows of sanitary discharges into surrounding water bodies.

- The City's goal is to eliminate all combined sewers by 2050.
- The City received $18 million in funding from the federal-provincial infrastructure program to accelerate the separation program.



### IN VANCOUVER

STREETS: 1,435 KM

ARTERIAL ROADS: 373 KM

LOCAL STREETS: 1,062 KM

SIDEWALKS: APPROX. 2,000 KM

INTERSECTIONS: 7,000

### CYCLING

BIKE ROUTES: 129 KM

GREENWAYS: 50 KM

### LIGHTS

TRAFFIC SIGNALS: 670

# Improving Services to Residents

Every year the City looks for ways to improve existing services to our citizens. We explore how to make our programs or services more convenient for residents to access, or less expensive for us to deliver. We look for ways to help people understand how city government operates, what services are available to them, and what issues and policy debates could impact their lives.

As well, the City keeps abreast of the challenges facing our communities, and approves new policies, programs or services to our residents and businesses to meet these challenges. In 2002, we continued to improve all types of services to our citizens.

## One-stop service centre

City Hall is the home to a new Client Service Centre that provides visitors with one-stop shopping for a wide range of public services.

- Information and help is available on services ranging from various permits and licences to garbage and recycling information and much more.
- The centre saves visitors trips to several different City departments to find what they need, and helps City Hall work more efficiently.

## Keeping residents informed

With an increasing number of Vancouver residents having Internet access, the City has worked to serve their needs by improving our Web site and adding more online services and information.

- A redesign of the City of Vancouver Web site's top-level pages now streams visitors through the site to direct them quickly to the information they want. The site also has an improved search engine and an attractive standardized look.
- The City site also offers new services such as VanMap, an online mapping system; the Road Ahead site, a section that provides roadwork updates and a Web-cam view of road construction; the Community Web Pages, a portal to neighbourhood information and events; and the Online Parks and Recreation Guide that users can search for programs and activities.
- Residents can now renew licences, pay parking tickets, order archival photos, and get forms online.

Other ways we're helping residents better understand city government and how to access it:

- *Newcomer's Guide*: In 2002, the City produced this publication designed for new arrivals to Vancouver. The comprehensive guide provides information about the City, community agencies and services available in the community.
- *Your City Works*: This colourful booklet is an informative guide to all types of City services and how to access them. The booklet is distributed through libraries, community centres and other agencies.
- *Greater.Vancouver TV*: Otherwise known as GVTV, this is a six-minute television segment, which airs several times a week on Shaw TV, and is co-produced by the City of Vancouver and the Greater Vancouver Regional District. The stories examine the policies, issues and people that have an impact on Vancouver and the region. In 2002, we upgraded the show's Web site so that it could offer online video of all past stories, and let residents who didn't catch stories on TV access them any time.

CITY WEB SITE

www.city.vancouver.bc.ca

GREATER.VANCOUVER

www.gvtv.ca

## Keeping the city in shape

Keeping our streets, sewers and waterworks working efficiently is an ongoing priority for the City. Aging infrastructure is updated regularly and new projects meet the changing needs of our residents.

- Work continues on reconstructing the Stanley Park S-Curve entrance, with various safety improvements for vehicles, pedestrians, and cyclists.
- Sewer and waterwork pipeline systems continue to be replaced at a rate of about one per cent of the system per year. This ensures continuous replacement that keeps up with the deterioration rate of the systems. Sewer and water construction, repaving, and installation of new infrastructure was completed on major roads such as Broadway, Hastings Street, 16th Avenue, 33rd Avenue, Victoria Street, and Oak Street.

## Ensuring affordable housing

Housing is a basic necessity, but it can also be an expensive one, especially for low-income residents and those living in poverty. Ensuring there is a supply of affordable housing for Vancouver residents who need it is an important part of the City's work. The City's Housing Centre helps deliver social housing projects, and runs the Tenant Assistance Program to help displaced and homeless people in Vancouver.

- In 2002, the City helped complete nine non-market housing projects (720 units, 37 shelter beds, and 171 units of non-profit rental housing), six of these on City land.
- Five non-market housing projects are currently under construction (447 non-market units, 89 non-profit rental units, 14 shelter units), two on City land.
- Four non-market housing projects have received funding and are being developed, (217 non-market units), three on City land.
- The first two shelters outside the downtown were completed or are underway.
- The Tenant Assistance Program continued late-night direct service to the homeless.
- Squatters at the Woodward's building were relocated into housing.

## Supporting services in the community

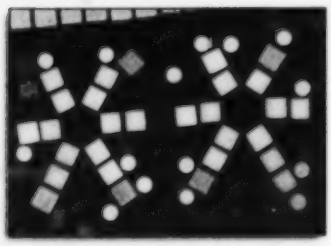
Through the City's Social Planning area, many childcare and social service organizations throughout the city received aid and funding. In 2002:

- Ninety-one community organizations received City financial support through Community Service Grants.
- Civic childcare grants provide operational funding to support about 2,500 licensed child care spaces and 40 different organizations.
- Two new childcare facilities were completed – Beach Avenue Childcare Centre with 37 spaces and Pooh Corner Daycare with 36 spaces.
- The City updated the Civic Childcare and Youth Strategies to better address the needs of young people.
- Council approved funding for a new South Vancouver Neighbourhood House, which will partner with South Vancouver Senior's Network to provide enhanced services and programming for seniors.
- Eighteen Community Policing Centres received funding from the Community Safety Funding Program for the delivery of crime prevention programs.

IN VANCOUVER:

WATER MAINS: 1,460 KM

SEWER PIPES: 1,950 KM



## Supporting culture in our city

Vancouver is a "creative city". By that, we mean we value and foster a wide range of creative activities for our residents and visitors. We recognize how much arts and culture add to our community, animating our public spaces, generating economic activity, and enhancing Vancouver's livability and attractiveness as a tourist destination. The City's Office of Cultural Affairs helps develop and implement many of the policies, programs and initiatives designed to achieve the City's cultural goals, including the following in 2002:

- The Office of Cultural Affairs oversaw the adjudication and distribution of operating, project and organizational development grants to more than 130 cultural organizations.
- Two new grants were established to develop, sustain and promote a broader range of festivals and celebrations, including new events, major parades, and smaller community-based events.
- Five community public art projects were completed, and funding was approved for another five in neighbourhoods throughout the City, including Downtown South, Commercial Drive, Windsor Way, Renfrew Ravine, Champlain Heights, Slocan Park, and the West End.
- The private development public art program helped install art works at False Creek North, 1529 West Pender and Coal Harbour.
- The development of the new Vancouver International Film Centre began with the assistance of the City's density bonusing program.

## Public safety

Protecting its citizens is one of the most important services the City provides. We're continually developing programs and initiatives that help prepare our residents for emergencies, and make daily life safer too. Some of the City's recent public safety initiatives:

- Seventeen emergency containers containing supplies necessary in the event of a major disaster have been strategically placed throughout the city.
- The Dedicated Fire Protection System, a high-pressure saltwater pumping and distribution system that can withstand earthquakes, will give Vancouver a source for firefighting in a disaster or major fire. System extensions in Fairview, False Creek and Downtown have been completed, and the Kitsilano extension will soon be finished.
- A new firehall was built in East Vancouver at 24th Avenue and Prince Albert.
- Vancouver Fire and Rescue Services moved its dispatch to the E-Comm regional emergency communications centre for greater efficiency. It's the first fire agency in the region to do so.
- The Neighbourhood Emergency Preparedness Program offers information and training to the public to help them prepare for emergencies. Four different workshops are offered at 10 community centres year round, along with special sessions at local schools. In 2002, 280 workshops were offered across the city.
- Safety improvements have been added to many intersections such as high-visibility on crosswalks with special lighting, and specially painted red and white bike boxes that provide safer turning zones for cyclists and improved visibility for motorists.
- The Neighbourhood Traffic Calming program has helped install speed bumps and corner bulges in many areas to improve pedestrian safety. Traffic calming plans have recently been developed for East Pender Street, the area around Women's and Children's Hospital, and Lamey's Mill Road at Granville Island.

VANCOUVER FIRE AND RESCUE SERVICES:

FIRE SERVICE CALLS: 33,281

FIRE INSPECTIONS: 11,868

PEOPLE TRAINED IN FIRE EXTINGUISHER USE: 1,063

FIREHALL TOURS: 1,035 PEOPLE

FIRE SAFETY EDUCATION FOR: 6,000 STUDENTS

# Working with Communities

Our mission statement includes the goal "to create a great city of communities."

Here are some of the ways the City of Vancouver lived up to those words in 2002. Not only did we continue to invest in our neighbourhoods, but we worked with our communities to solve today's problems and develop visions for the future.

## Civic Youth Strategy

In the spring of 2002, Council approved a new model for the Civic Youth Strategy to make it more inclusive, representative, accessible and sustainable.

- The new structure includes a pilot Youth Outreach Team, an enhanced community/City support network and the creation of issue-specific working groups.
- The Youth Outreach Team partnered with Engineering on the Graffiti Management Program; worked with the Community Visions Team and the Youth Asset Mapping project to explore creative ways of engaging youth in City planning processes; consulted with the Park Board on late-night youth recreation possibilities; and helped increase youth awareness and voter turn-out in the civic election.

## Community Visions

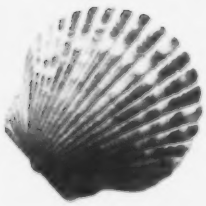
City staff have involved communities in planning their own futures for many years. The Community Visions Program, launched in 1997, lets communities work with the City to create a vision for their neighbourhood that's used by the City to guide decisions affecting the community, and to set priorities for funding, programs and services.

- In 2002, the third and fourth communities to try this new approach to local planning – Sunset and Victoria-Fraserview/Killarney – had their work approved by City Council.
- Two more communities – Hastings-Sunrise and Renfrew-Collingwood - also began the process.
- Communities are implementing their completed Visions by planting blooming boulevards, redesigning lanes, improving safety, creating Business Improvement Districts, and through many other initiatives by residents.
- Residents and businesses at Knight and Kingsway are planning an improved Neighbourhood Centre.

## Neighbourhood Integrated Service Teams

The City's Neighbourhood Integrated Service Teams program is a unique initiative that helps Vancouver residents solve problems in their communities. More than 200 staff from various departments and partners from outside agencies work together through neighbourhood teams to help communities with issues such as problem premises, garbage, noise or illegal activity.

- NIST is the winner of a 2003 United Nations award for Innovation in Public Service. Vancouver was chosen from hundreds of applicants, and is the only city in North America to win the award, which recognizes excellence and innovation in public service delivery.



NIST

Concept adopted: 1994

Teams serving city: 16

## Public Involvement Review

The City's Public Involvement Review works to improve the ways it engages citizens in our programs and processes. As a result of this review, many changes have been made to provide more consistent and effective public process. Recent PIR accomplishments:

- The Public Process Guide for staff won an education award from the Municipal Administrators Association of Canada.
- City staff received coaching on making improvements to public processes such as liquor licensing, development applications and street processes.
- A civics manual for high school students was created to offer an educational tool about local government.

## Financing Growth

Vancouver is a growing city. As we continue to expand, more people will place more demands on City services and facilities. We're exploring a variety of ways to pay for these needs through charges on new development.

- In 2002, the City completed the comprehensive *Financing Growth* report and initiated a public review process to assess a city-wide system of development charges. The results of this public review have been reported to Council for public comment and a Council decision.

## Graffiti Management Program ("Spread the Paint!")

The City of Vancouver is very clear in its view on graffiti: it's vandalism. Graffiti damages buildings and neighbourhoods, affects how everyone sees Vancouver, and costs a lot to clean up. In 2002, after extensive public consultation, the City created a program and made bylaw amendments to help reduce this growing urban problem.

- Property owners must now remove graffiti within 10 days of a notice from the City.
- The City has partnered with ICI Paints-Color Your World/Glidden Paints to offer property owners a free paint-out kit for graffiti removal.
- Graffiti that remains after being reported will be removed at the cost of the owner.
- The minimum fine for anyone caught writing graffiti has increased to $500.
- A mural program provides new, legitimate outlets for graffiti writers and other artists. Owners may also donate a wall for the program.
- Community Paint-Out events encourage neighbours to team up and improve the physical appearance of their area with the help of the City's supplies and promotion.

# Revitalizing the Downtown Eastside

The Downtown Eastside is one of Vancouver's oldest neighbourhoods, rich in history, architecture, and diverse people. However, in recent years it has struggled with complex challenges including drugs, health issues, crime, lack of adequate housing, high unemployment, and the loss of many legitimate businesses.

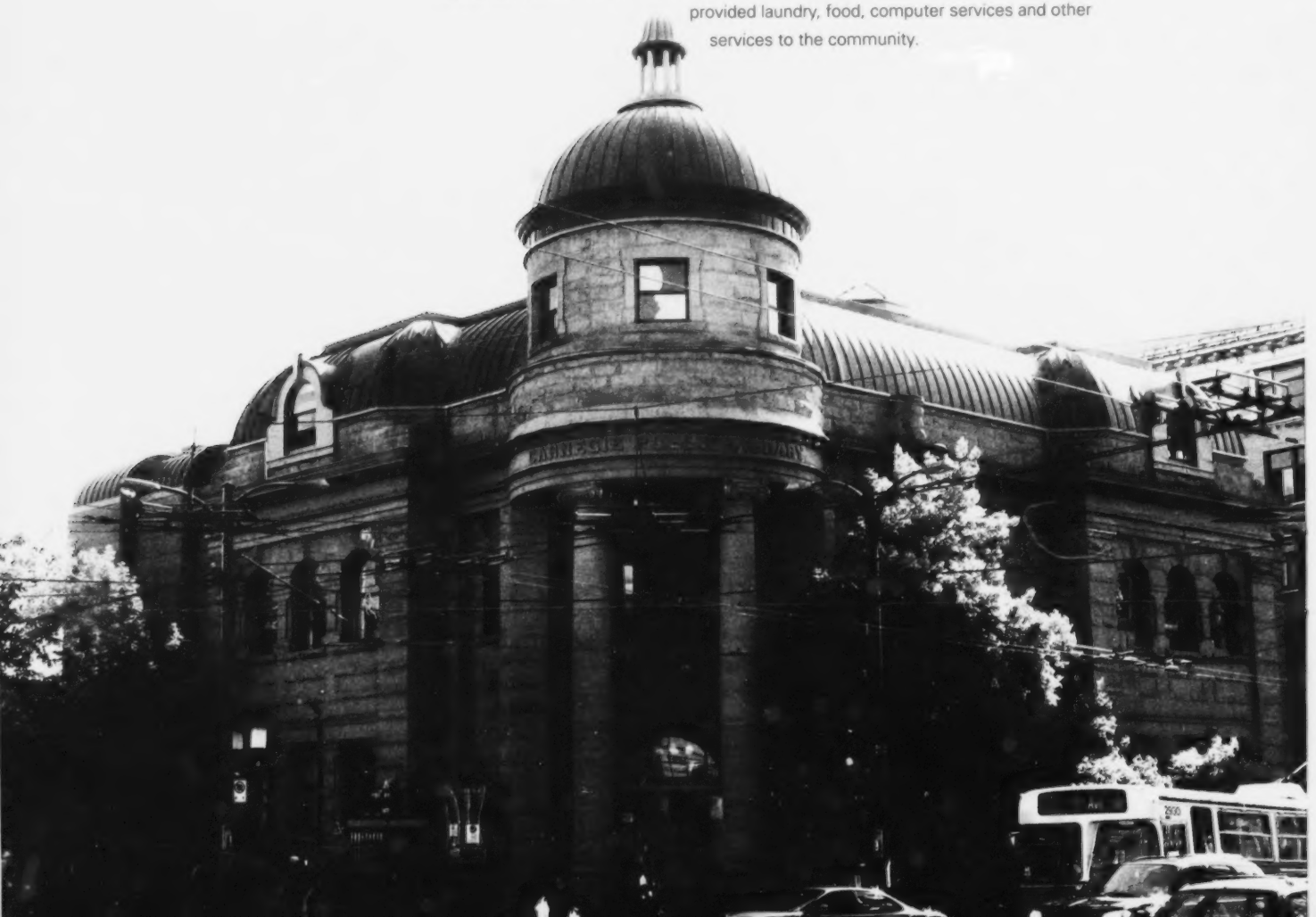
The City of Vancouver has been working with other levels of government (see the Vancouver Agreement on page 18) and various community partners to address these pressing issues. Our goal is to restore this historic neighbourhood to a vibrant and safe place for everyone.

While this work requires a multi-faceted approach to the problems facing this community, and will require time to be completely successful, many positive changes have already occurred. Here is a look at just a few of the accomplishments the City made with its partners in 2002.

## Economic development

A key component of any attempt to revitalize a neighbourhood is to help attract businesses and jobs back into the area.

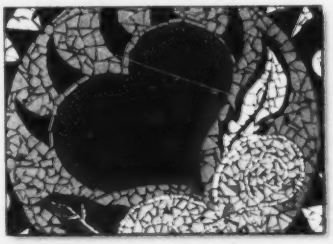
- In 2002, the City and our partners continued to provide various types of support for initiatives that would help encourage business growth and job creation in the DTES. Projects ranged from offering financial support for business start-ups to providing job-search skills, training and opportunities for residents to pursue further education.
- Through the Vancouver Agreement, a number of small, locally run enterprises opened their doors last year. Some offered tourism service and gallery exhibition space, while others provided laundry, food, computer services and other services to the community.



## Beautifying public areas

Creating an attractive and welcoming physical environment is an important step in revitalizing a community.

- Mosaic tiles were installed in sidewalks throughout the DTES. The mosaics, along with colourful street banners and a guidebook, depict the local history, places, and people, and are part of an area walking tour.
- In 2002, new lights were installed in Victory Square to celebrate the history of the park, and to make the area safer.



## Cleaning up lanes and streets

Keeping the area free of litter and graffiti also helps to promote the image of a safe and cared-for neighbourhood.

- Volunteers and community enterprises (such as United We Can) continued their graffiti removal and clean-up efforts thanks to the City and its partners.
- The City Engineering department provided the DTES area with the highest frequency of sidewalk, gutter, street and lane cleaning in the city.
- Needle disposal units and support for needle sweeps by community groups continued to be an important vehicle for protecting public health.

## More and better housing

Ensuring the availability of clean, safe, affordable housing is vital to improving living conditions in the DTES and helping stabilize the lives of those living in poverty.

- Through our partnership agreements, additional long-term and short-term/transitional housing was built in 2002 both inside and outside the DTES. In 2002, about 600 units were completed or under construction in the DTES, and another 600 units outside the DTES. Low-income singles, families, and seniors in need of long-term housing, as well as low-income singles requiring short-term accommodation, all benefited from the construction of these units.
- As well, work began on initiatives that could improve living conditions in Single Room Occupancy (SRO) hotels.

## Improving safety

Most crimes in the DTES are related to the drug trade. Focusing on ways to interrupt the drug trade or remove activities that support it can be an effective way to create a safer community.

- The corner of Main and Hastings, in front of the Carnegie Centre, was redesigned in 2002 to minimize crowding in front of the centre, and reduce illegal activity and an open drug market. After the redesign, many local residents who once avoided the corner started to return to the community facility.
- Vancouver Police increased their presence at Main and Hastings and further helped reduce drug dealing at the corner.
- Last year, the City suspended 24 business licences in the DTES for pawnshops, second-hand stores, bars, restaurants and corner stores that directly or indirectly supported the drug trade. Meanwhile, the City improved its screening process for new businesses in the DTES. Now every application for a new business licence for the DTES undergoes a review process.
- As well, the City also introduced no-parking and no-stopping zones in popular drug trafficking areas.

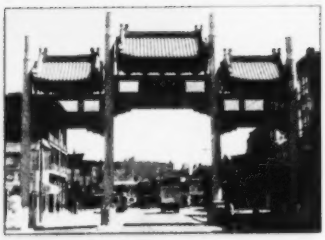
### WEATHER

AVERAGE ANNUAL RAINFALL:
1117.2 MM

AVERAGE TEMPERATURES:

DECEMBER TO JANUARY 5 C

JULY TO AUGUST 23 C



## Improving health

Enhancing health care and treatment to stabilize the lives and health of those people with addictions is fundamental to solving drug problems and revitalizing the DTES community. In 2002, the City continued to work with its partners in implementing the four-pillars drug strategy: prevention, harm reduction, treatment and enforcement.

- Our Vancouver Agreement partner, Vancouver Coastal Health (VCH), opened the Health Contact Centre near Main and Hastings. The facility helped increase contact between health care workers and drug users. This centre also gave Police a place to refer people on the street for health services. VCH also opened the doors of the LifeSkills Centre late in 2002. The Centre gives DTES residents a place to access training and services to help them find employment and rebuild their lives.
- As part of the VCH addictions plan, core addictions services were added in community health clinics throughout the city, including methadone treatment, needle exchange, withdrawal management services, and counselling and prevention programming.
- The City continued to help educate young people about the hazards of drug use and how to avoid the pressure to try drugs and alcohol. In late 2002, the City worked with community and business organizations (at that time called the Coalition for Crime Prevention and Drug Treatment) to produce another *Power Choices* series that was inserted in the *Vancouver Sun*.

## The Vancouver Agreement

On March 9, 2000, representatives of the federal and provincial governments and the City of Vancouver signed the Vancouver Agreement (VA), a groundbreaking urban development agreement that addresses social, health, and economic challenges in the city.

While the Vancouver Agreement looks at the whole of the city, its first area of focus is the Downtown Eastside, including Chinatown, Gastown, Strathcona, Victory Square, and the Hastings Street corridor.

As partners in the VA, the three levels of government have been working together to coordinate initiatives and focus their funds in order to: improve economic development; reduce crime; clean up the streets; beautify the public realm; improve and expand affordable housing; and health care and treatment. The Agreement includes agencies such as Vancouver Coastal Health and the Vancouver Police, as well as community groups and organizations that live and work in the DTES.

Many of the projects listed in these pages were made possible by the generous support of our Vancouver Agreement partners, including a major community development program sponsored by the National Crime Prevention Centre.

LANGUAGES

Top five mother tongues of metro Vancouver residents

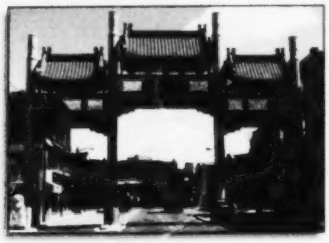
English: 1,184,495

Chinese: 293,065

Punjabi: 87,760

Tagalog: 32,560

German: 32,335



## Improving health

Enhancing health care and treatment to stabilize the lives and health of those people with addictions is fundamental to solving drug problems and revitalizing the DTES community. In 2002, the City continued to work with its partners in implementing the four-pillars drug strategy: prevention, harm reduction, treatment and enforcement.

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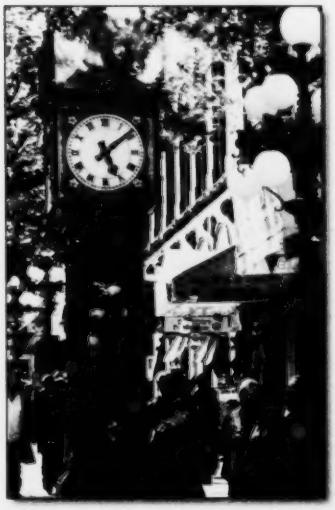
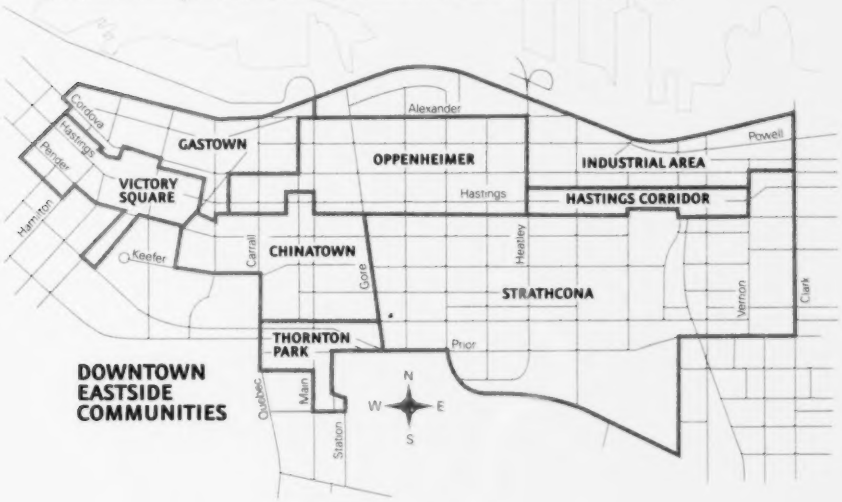


## Chinatown Revitalization

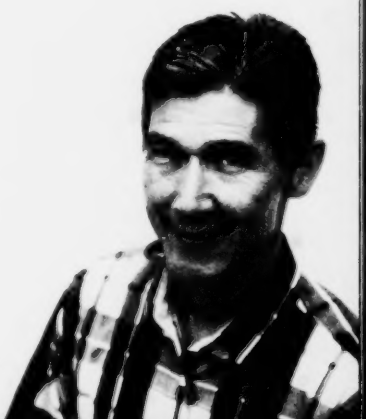
- In 2002, Vancouver City Council approved a series of initiatives and 11 vision directions developed by the Chinatown Revitalization Committee. The committee, with the support of the City and National Crime Prevention Centre staff, has been working over the last two years to develop a long-term vision for the future of this historic area.
- In Shanghai Alley, a replica of a 2,200-year old bell was installed along with nine storytelling panels that highlight the history of Vancouver's Chinatown.
- The magnificent and colourful Chinatown Millennium Gate, which welcomes people to Chinatown through Pender Street, was officially opened in 2002.
- New paving stones and improvements were added to make the Dr. Sun Yat-Sen Courtyard a better venue for cultural events.
- Ninety new decorative, red lampposts were installed in Chinatown.
- The first part of the "Silk Road", a walkway between the Vancouver Public Library and Chinatown, was opened last year with the route marked by banners and signage.

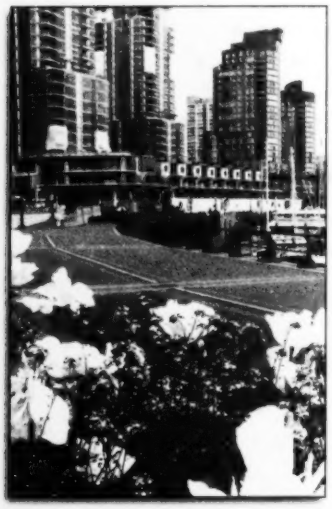
## Gastown Revitalization

- The Gastown Heritage Management Plan was approved by Vancouver City Council in 2002. This heritage conservation plan includes a variety of administrative and financial incentives to promote renovation of the historic buildings in the neighbourhood.
- Water Street was repaved with distinctive red bricks, and the refreshed look helped to spark the return of the Steamworks Tour de Gastown annual cycling race, which hundreds of spectators attended.
- Several other major community-sponsored public events attracted thousands of people to the area to hear jazz bands, see local fashion and listen to the Bach Choir.




The DTES comprises several distinct neighbourhoods, including Gastown, Chinatown, Strathcona and Victory Square. The DTES is bounded by Clark Drive (east), Richards Street (west), Burrard Inlet (north) and Terminal Avenue (south).





# Working More Efficiently

The City works at every level to improve efficiency and effectiveness, and enhance service to the public. We do this not only through the initiatives we deliver to our communities, but also through improvements in our own business practices and internal systems.

## Planning more strategically

The Strategic Initiatives Project was created to conduct research on issues staff felt were affecting the City's performance. As a result, cross-departmental working groups were set up to examine: strategic planning; corporate performance and accountability; budget issues; attraction, retention, recognition and succession planning; working relationships; and roles and responsibilities within corporate and business units. These working groups identified a number of significant issues in the organization, and developed a series of proposed initiatives to improve the City's competitive process.

## Integrating our business systems

With the SAP system, the City has replaced its old financial, supply and payroll systems with this integrated system.

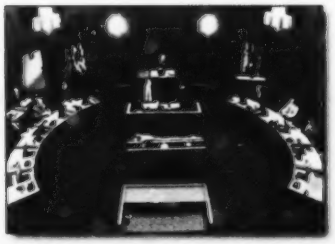
- We've now developed a long-term plan to use SAP to the City's best advantage, which includes improving management reporting, and new project and e-business systems.
- Various service groups are working together to maximize the use of SAP. Rather than using stand-alone systems, the Park Board and Corporate Services jointly developed a business plan and are using the system to manage building assets of the City. The Police Board and Human Resources are working together on using the system for performance planning.

## Better business management

The City-owned Mountain View Cemetery has initiated detailed design work on the first phase of its redevelopment plan. The changes proposed include the creation and marketing of new interment and memorialization options to generate revenue, reduce the cemetery's dependence on the tax roll and improve the landscape.

## Linking our work sites

VanLink, a communications network linking all of the City's 120 work sites, was completed in 2002. The network connects staff in many different locations with access to e-mail, the Internet/intranet, and core financial, human resource, and business systems. The improved access to information and applications delivered by VanLink has made staff more productive and better able to serve their customers.



## Parking Enforcement

In 2002, Vancouver's parking enforcement team incorporated hand-held ticketing devices into their work managing the city's increasingly scarce parking resources. These devices, equipped with links to databases and portable printers, have been successfully helping to automate the ticketing and enforcement system.

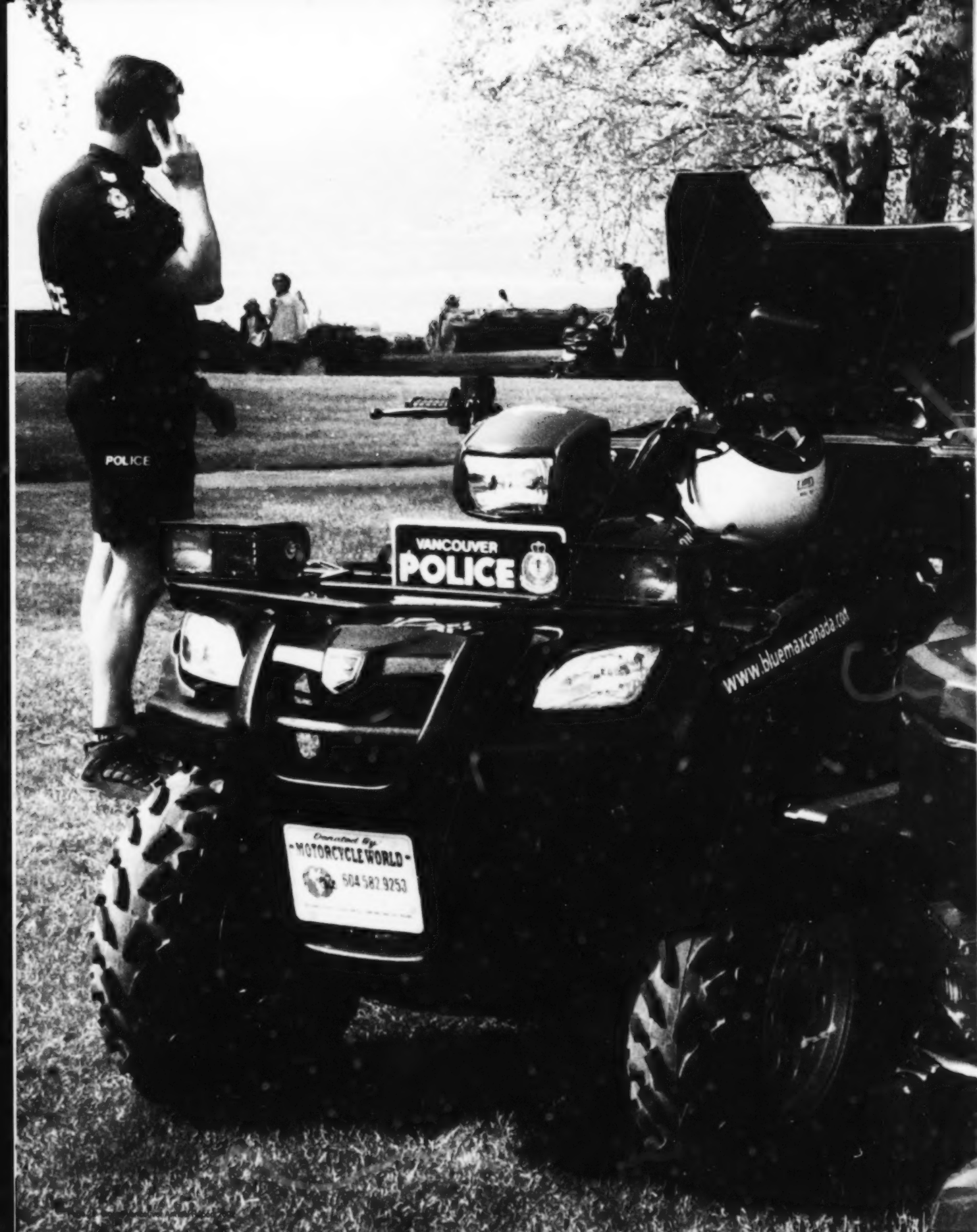
- A large amount of paperwork and manual data entry has been eliminated.
- Repeat offenders are now quickly identified through the device's link to a database, and can be immediately towed.
- It's easier to enforce residential parking permits.
- This new technology has garnered international attention – publications in Los Angeles and London, England have done feature stories.

## Improving training

- Human Resource Services initiated a comprehensive training program for all managers, which included an intensive review of corporate policy and operations, and training for effective management to foster consistent management practices across the organization. To save money, most of this training was delivered by City staff.

## Reducing injuries to our employees

A Workers Compensation Board database has been implemented to improve how claims are reported and processed, and a new compliance plan was put in place to increase awareness and commitment to safety in the work place, which has led to a reduction in WCB incidents.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# The Vancouver Police Department

The Vancouver Police Department's mission statement is to provide professional and effective community-based policing through partnerships focusing on prevention, enforcement, and investigative and problem solving strategies. With 1,200 police officers and 300 civilian staff, the VPD serves and protects our citizens and works to find new and improved ways to do so.

## New leader

In 2002, the VPD welcomed a new leader in Chief Constable Jamie Graham, who took up the post in August after an extensive selection process. Chief Constable Graham brings to the VPD 34 years of policing experience with the RCMP in a career that culminated with his role as Chief Superintendent, Officer in Charge of the Surrey detachment.

## New unit

A Criminal Investigation Triage Unit was organized within the existing framework of the Operations Division. This new unit:

- assists regular patrol squads and other specialty units by devoting its time and expertise to taking the initial reports over the telephone
- lowers the time that citizens need to wait to speak to a police officer
- allows specially-trained Scenes of Crimes Officers to work with the Telephone Response Team to take on tasks previously carried out by the Forensic Identification Unit. In addition to their regular duties, these officers can investigate break-ins and examine and collect forensic evidence such as fingerprints and tool marks.

## New technology

To combat the selling of stolen property through second-hand stores, the Police worked with a software developer (who was a victim of crime) to create a new computer program, called *Xtract*, which:

- lets officers search databases quickly for stolen property and makes it easier for police to recover stolen property and return it to the rightful owner
- searches police records as soon as dealers register second-hand property (as required by law)
- is funded through fees collected from City business licences.

## Bait Car Program

The Stolen Auto Unit, in collaboration with ICBC and various sponsors, started the Bait Car Program in August 2002 to combat auto theft. The program:

- places "bait" cars wired with a video and electronic tracking system in auto-theft target areas
- tracks the position of stolen cars through the E-Comm Centre using a global positioning satellite (GPS) system
- lets police instruct E-Comm to remotely disable the car's engine when they're ready to apprehend offenders, a process that minimizes the risk and danger to the public, the police and the offenders.
- has resulted in a 30 per cent reduction in auto theft claims for the fourth quarter of 2002.

VANCOUVER IN 2001:

Overall crime rate decreased: 9.4 %

Violent crimes down: 6.2 %

Property crimes declined: 10.5 %

Break and enters down: 4.2 %

Vehicle theft reduced: 5.9 %

# Vancouver Board of Parks and Recreation

The City's parks and recreation system is an expansive network that serves its residents with more than 200 parks, and 40 major recreational facilities throughout Vancouver. The Vancouver Board of Parks and Recreation constantly strives to add services and programs and to improve and update its facilities.

## MoreSports

- The Board developed MoreSports, a recreational program that provides sports activities in inner-city neighbourhoods where there are currently few opportunities for children and youth to participate in organized sports.
- The program currently has nearly 1,100 children and youth playing soccer in nine neighbourhoods with the Park Board covering the cost of equipment and supplies.
- MoreSports has been a well-accepted and successful project that provides a healthy environment for children to grow and develop through sports.

## Resident and visitor communications

- *Rediscover Stanley Park* coupon booklets were distributed throughout the Lower Mainland to inform residents of recent park improvements and as a pro-active measure against the expected drop in tourism in the wake of September 11.
- More than 75,000 copies of the Leisure Guide, an expanded outline of the Park Board's major services, were distributed to residents to promote parks and recreation programs.
- New park and facility signs were installed in Stanley Park to enhance visitors' enjoyment of the park.

## Environmental leadership

- Park Board and City staff approved a public education plan for alternatives to chemical pesticides, promoting the reduction of pesticide use for private properties in Vancouver.

## Olympic Legacy Program

- The Vancouver 2010 Olympic Bid represents a significant opportunity to accelerate the Park Board's infrastructure renewal program and create lasting benefits for Vancouverites. The Board approved a number of potential Olympic venues in parks, which would add two community centres, up to three ice rinks and other significant investments in recreational facilities.

## Playing fields renewal

- Updates to playing fields at Templeton and Musqueam Parks were completed. The Eric Hamber artificial turf sport field opened, primarily for field hockey use.

PARK BOARD

Parks: 200

Community Centres: 23

IN 2001

Visits to parks facilities: 7.5 million

Visits to Stanley Park, Queen Elizabeth Park, and English Bay each year: 15 million

## New and upgraded parks

- New playing fields at Empire Bowl in Hastings Park were completed to accommodate two soccer pitches, two ball diamonds and a walking track.
- An extension to Tea Swamp Park opened with community gardens, and a skating area with an arbour and mosaic stream.
- The Grimmett Park extension opened with a playground, seating area, basketball court, tricycle track and lawn area.
- The second phase of Harbour Green Park, the linear waterfront green space in Coal Harbour, was completed featuring new washrooms, concessions, a water spray park, lawns, gardens and seating areas.
- Beaver Lake Trail, a wheelchair-accessible interpretive path, was built in Stanley Park with special signage for flora and fauna.
- A lot was acquired in East Vancouver at Fraser and 7th Avenue for a future park site.

## 2003 - 2005 Capital Plan

Capital Plan funds in 2003 - 2005 have increased to $45.5 million, allowing for replacements in the city-wide network of community centres, swimming pools and ice rinks; new green space in park-deficient neighborhoods; and additions and renewals for Vancouver's sport playing fields.

## ParkPartners

In the fall of 2002, the Park Board started ParkPartners, a program that creates and supports volunteer opportunities in neighbourhood parks.

- The program helps those who want to make ideas, projects and events happen in their parks.
- It also addresses community concerns about park cleanliness and crime prevention, as well as supporting celebrations, events and art projects that bring communities together.
- Some of the partnerships that are already underway include wildlife habitat management, education programs, park watch, beach and park clean-ups, community art projects, tai chi gatherings and neighbourhood celebrations.

# Vancouver Public Library

Vancouver Public Library is the second largest public library system in Canada, with 21 branches and collections available in a variety of formats and languages.

It's one of the most used civic facilities in the City of Vancouver.

- In 2002, 6.1 million people visited our libraries, borrowing a record-breaking 9.2 million items.
- VPL answered more than one million questions in 2002 either in person, by phone or by e-mail. E-mail reference grew by 300 per cent.
- VPL's comprehensive Web site, www.vpl.ca, was accessed more than 11 million times by the public.

## Web development

- The VPL Web site continues to expand to serve its ever-growing user base.
- A search engine has been added to vpl.ca to make it easier to find information.
- A new Web-based library catalogue has been installed with improved search capabilities.
- New databases and electronic resources added include the *Community Newspaper Index, Books 24x7: IT Pro,* consisting of over 2,000 e-books on technology, and *FIS Online,* a collection of business and financial information resources.

## New system

VPL completed the implementation of its new integrated library system in the summer of 2002.

- The new catalogue features book cover art, book summaries and reviews, and expanded search capabilities.
- Other features also include the Community Resources databases for consumer research, and a Quick Facts database for frequently asked questions and trivia.

## Conversion

The catalogue records of the Chinese collection were updated to the current standard transliteration scheme.

- More than 15,000 catalogue records and 50,000 call number labels were converted.
- The conversion will allow patrons easier access to Chinese materials.

## One Book, One Vancouver

VPL launched One Book, One Vancouver, a city-wide book club that aims to cultivate a culture of reading and discussion in Vancouver by bringing the city together around one great book.

- The book chosen for the launch was Wayson Choy's *The Jade Peony*, which was checked out 7,000 times during the summer of 2002, and 6,000 copies were sold by B.C. booksellers.
- Vancouver was the first city in Canada to initiate a city-wide book club.
- Innovative programming and promotion helped VPL reach its goal of taking the library to the streets and encouraging a love of reading.

## New Library

A new library and community centre is slated for the Mount Pleasant area.

- In March 2002, a public process helped determine priorities for library services for the new Mount Pleasant Library and Community Centre.
- In November's civic election, Vancouver residents voted overwhelmingly in support of this proposal.
- The new library and community centre are slated to open by the fall of 2005.

## Community programs

One of VPL's greatest strengths is its community programming. VPL is a leader in early childhood and family literacy offering story times for children of all ages. It also offers a wide range of adult programming, from training to author readings.

- In 2002, VPL offered more than 4,000 different programs.

## *A Guide to Research @ Your Library*

A VPL librarian developed this 60-page booklet that teaches basic research skills and how to get the most out of a library.

- The guide helps people become more independent researchers, and is a useful tool to teach research skills.
- It's been adopted as a textbook by the University of Western Ontario and is under consideration by other schools.
- Its publication provides profile for Vancouver Public Library's expertise across the country.

**VANCOUVER PUBLIC LIBRARY**

BRANCHES: 21

HOLDINGS: 2.4 MILLION ITEMS

VANCOUVER RESIDENTS WITH LIBRARY CARDS: 65 %

IN 2002:

ITEMS BORROWED: 9.2 MILLION

VISITS: 6.1 MILLION

# City of Vancouver
## Consolidated Statement of Financial Activities

As at December 31 ($000s)

| | 2002 | 2001 |
|---|---|---|
| **REVENUES** | | |
| Property taxes, penalties and interest | 433,039 | 413,610 |
| Water fees | 56,983 | 56,487 |
| Solid waste fees | 34,768 | 31,770 |
| Sewer fees | 29,814 | 28,831 |
| Other fees, rates and cost recoveries | 202,939 | 183,309 |
| Revenue sharing, grants and contributions | 7,078 | 11,381 |
| Investment income | 20,389 | 22,926 |
| Rental and lease income | 36,469 | 46,534 |
| Sale of property | 15,344 | 2,824 |
| | **$ 836,823** | **$ 797,672** |
| **EXPENDITURES** | | |
| General government | 113,590 | 123,762 |
| Police protection | 139,034 | 135,104 |
| Fire protection | 74,982 | 71,767 |
| Engineering | 116,441 | 88,417 |
| Water utility | 65,096 | 59,482 |
| Solid waste | 28,631 | 27,656 |
| Sewer utility | 68,010 | 61,854 |
| Planning and development | 58,467 | 54,964 |
| Recreation and parks | 92,111 | 86,572 |
| Community and cultural services | 65,188 | 61,956 |
| | **$ 821,550** | **$ 771,534** |
| **NET REVENUES** | **$ 15,273** | **$ 26,138** |
| **DEBT, TRANSFERS AND OTHER** | | |
| Debt principal repayments | (16,229) | (54,718) |
| Debt issues | 100,000 | 80,000 |
| Net transfers to reserves | (39,029) | (1,277) |
| Change in obligations to be funded from future revenues | (552) | 231 |
| | **$ 44,190** | **$ 24,236** |
| **CHANGE IN FUND BALANCES** | **$ 59,463** | **$ 50,374** |
| **FUND BALANCES (Note 4)** | | |
| Beginning of year | 151,838 | 101,464 |
| End of year | $ 211,301 | $ 151,838 |

FINANCES

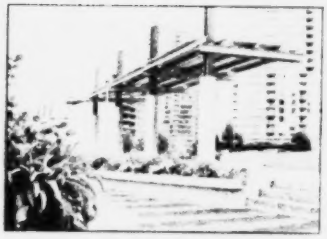
The Vancouver Charter requires the City to have a balanced operating budget.

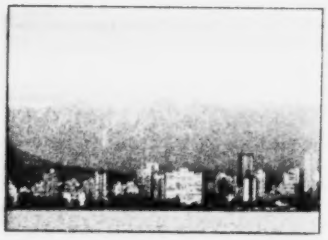
Most of a property owner's tax and utility dollars are used to fund utilities and public safety (police and fire).

# City of Vancouver
## Consolidated Statement of Financial Position

As at December 31 ($000s)

| | 2002 | 2001 |
|---|---|---|
| **FINANCIAL ASSETS** | | |
| Cash | 80,037 | 141,465 |
| Temporary investments | 397,230 | 189,624 |
| Accounts receivable and accrued interest | 41,537 | 46,534 |
| Local improvement receivable | 19,380 | 19,719 |
| Property taxes receivable | 31,092 | 35,370 |
| Lease agreement receivable | 55,926 | 63,673 |
| | **$ 625,202** | **$ 496,385** |
| **PHYSICAL ASSETS** | | |
| Inventory | 10,631 | 10,489 |
| Capital assets | 6,419,916 | 6,113,383 |
| | 6,430,547 | 6,123,872 |
| | **$ 7,055,749** | **$ 6,620,257** |
| **LIABILITIES** | | |
| Accounts payable and accrued liabilities | 162,939 | 140,840 |
| Mortgage and loan agreements | 70,435 | 71,958 |
| Long term debt | 419,226 | 333,933 |
| Deferred income | 29,751 | 19,758 |
| | **$ 682,351** | **$ 566,489** |
| **MUNICIPAL EQUITY** | | |
| Equity in capital assets | 5,926,993 | 5,706,407 |
| Reserves | 196,655 | 182,062 |
| Actuarial reserve for debt retirement | 87,116 | 62,680 |
| Fund balances | 211,301 | 151,838 |
| Obligations to be funded from future revenues | (48,667) | (49,219) |
| | **6,373,398** | **6,053,768** |
| | **$ 7,055,749** | **$ 6,620,257** |

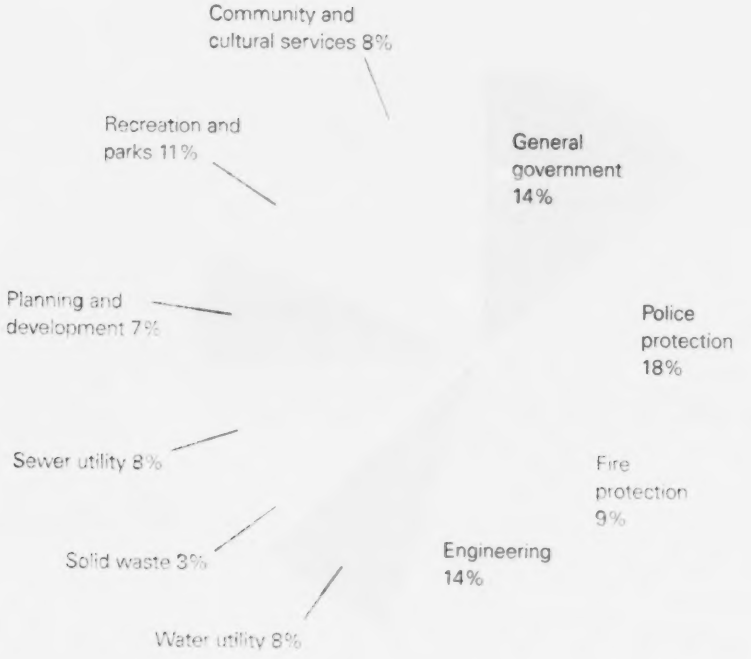




## Revenue Sources

Rental and lease income 4%
Sale of property 2%
Investment income 2%
Revenue sharing, grants and contributions 1%
Other fees, rates and cost recoveries 24%
Property taxes, penalties and interest 52%
Sewer fees 4%
Solid waste fees 4%
Water fees 7%

## Expenditures



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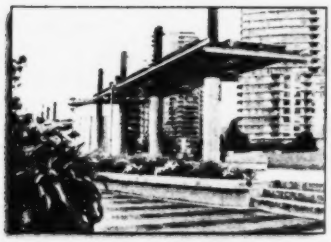

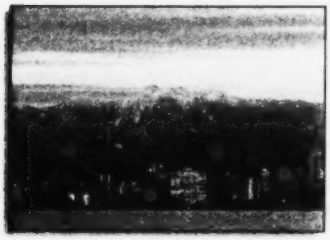

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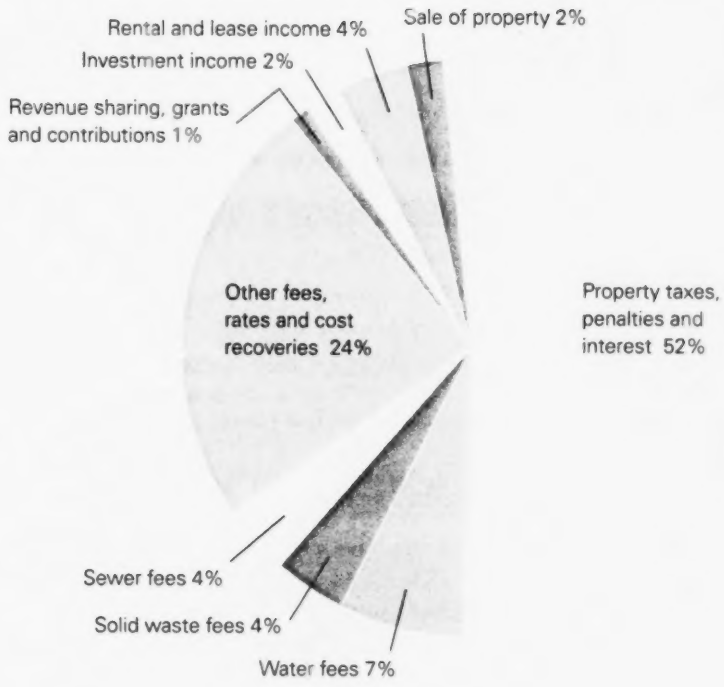
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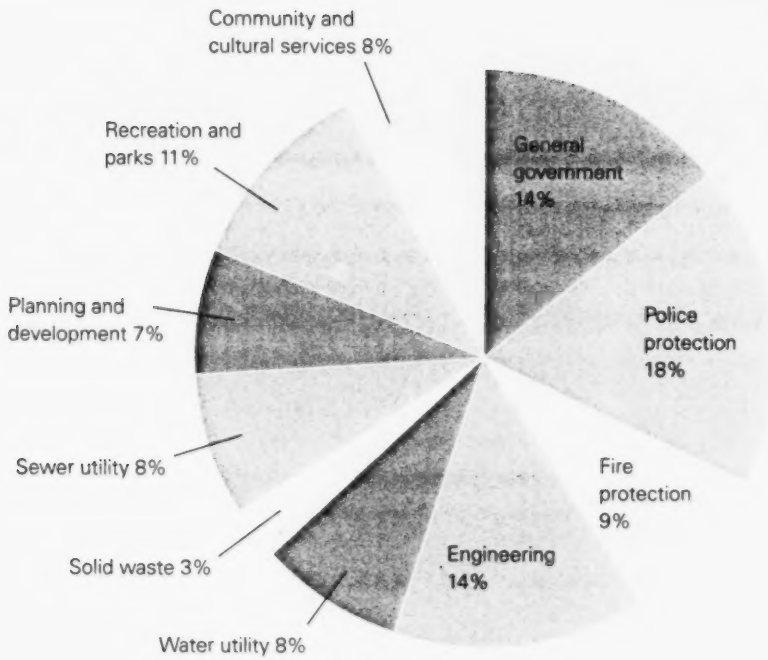


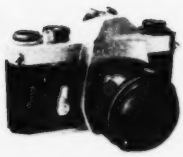

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